

BAY AREA PROJECT

**BUSINESS MANAGEMENT  
TEAM**

FINAL REPORT

OCTOBER 2003

## **BUSINESS MANAGEMENT TEAM MEMBERS**

Karen L. Clark	Director, Administrative Services, Chair
Steve Marshall	Chief Plant Operations III
Lisa Melhouse-Mills	Director of Dietetics
Tracy Stephens	Fiscal Officer
Valerie Dunn	Accounting Officer
Bismark Lee	Trust Officer
Sid Villarosa	Food Service Quality Assurance
Eric Miser	Fiscal Services
Toni Moon	Communications Supervisor
Audrey King	Program Director
Debbie Dunham	Program Assistant
Terri Sievers	Program Assistant
Pat Hannum	Program Assistant
Henry Pohler	Psychologist
Jesse Estrada	Residence Manager
John Guinasso	Parent and Association for the Mentally Retarded at Agnews
John Kirby	Housing Choices Coalition

## **BUSINESS MANAGEMENT TEAM CHARGE**

Identify operational issues related to the Governor's proposal in areas such as, facility operations, construction projects, fiscal management, and space utilization.

## **VALUES AND GUIDING PRINCIPLES**

To provide for continuity of care and services in all periods of transition and consolidation.

## **SUMMARY OF TEAM PROCESS**

The Business Management Team is comprised of Agnews' staff members who have involvement in the various aspects of the plan, a parent who has a vested interest in the outcome, and a community member with expertise in facility management. Consultant/s from the Department of Developmental Services have been assigned to each of the sub-committees to lend guidance and support. The seventeen (17) members chair the sub-committees that are addressing the operational tasks required when closing a developmental center.

## **CAMPUS DESCRIPTION**

Agnews' campus has approximately (87) acres located in the heart of Silicon Valley. There are forty-eight (48) buildings, four (4) of which are for residential living. In addition, Agnews has two (2) off-campus leased properties.

Agnews' has a Co-Generation Plant that is owned by OLS Energy-Agnews Inc. The Lease Agreement is from December 1, 1990 to November 30, 2020. The Co-Generation Plant supplies steam for heat and electrical power to Agnews. Agnews intends to conduct a warm shut down of the facility that will require some level of steam from the Co-Generation Plant.

## **SUMMARY OF OUTCOMES AND RECOMMENDATIONS**

The committee began by establishing two (2) focuses:

- Immediate: (#1) ensuring the most efficient utilization of space
- Future: (#2) defining the plans required for a facility closure

## **SPACE UTILIZATION (#1)**

The goal was to develop and implement a plan that would enable the relocation of one (1) off-campus leased property site onto Agnews' campus. The enclosure of Building #17 was required to provide additional space for on-campus work locations for many of the shops. Two (2) Surplus Sales were coordinated and future sales will be scheduled on a quarterly basis. The following consolidation and centralization of programs/departments and services has been completed:

- Program 3 Management
- Physical Medicine & Rehabilitation
- Department of Dietetic Services
- Office of Protective Services
- Bay Area Project
- Janitorial Management Offices

Residential moves/consolidations:

- Consolidated Residence 556,
- Moved occupants of Residence 560 to 556,
- Moved occupants to 579 to 560,
- Consolidated Residence 866,
- Moved occupants of Residence 862 to 866.

It is anticipated that by the end of Fiscal Year 2003/04 the:

- Intermediate Care Facility (ICF) programs will consolidate one (1) residence and move another,
- Nursing Facility (NF) programs will consolidated two (2) residential units.

## **FACILITY CLOSURE (#2)**

The chairperson for each sub-committee has established working teams from all levels of the organization. Generally, each committee is addressing:

- The rules and regulations that pertain to their specific task,
- Reviewing facility and departmental policies and procedures,
- Developing systems to ensure compliance,
- Developing audit and monitoring tools,
- Developing guidelines for storage, distribution, and destruction.

## **CLIENT PROPERTY**

Develop system and process for assuring that an individual's personal property is with them during any transition or movement.

- Policies and Procedures detailing transfer of Client Property were researched and are available as a resource.
- Policy and Practice to be updated by workgroups.
- Develop inventory transition tool for Client Property.
- Complete physical inventory.
- Personal property to leave with client upon discharge.

## **COMMUNICATIONS AND INFORMATION SYSTEMS**

Account for all Communications and Information Systems equipment up to and at the time of closure.

- Develop an inventory tool for accounting for all equipment by building and room number.
- Identifying specific equipment has been completed.
- Complete physical inventory.
- Establish a master list of all available equipment.
- Develop process for the transfer of equipment.
- Terminate services when indicated.

## **CONSTRUCTION PROJECTS**

Develop and manage construction projects to assure the continuity of services in all periods of consolidation.

- Developed plans to remodel Building #17 for use as a warehouse.
- Prepared bid documents.
- Opened bids and selected contractor.
- Project began on August 18, 2003, and is scheduled to be completed by the end of September 2003.
- Relocate identified shops to Building #17 by October 30, 2003.

## **FISCAL & LEASES**

Develop and manage a plan to assure Personal Services and Expenditures are within our Bluebook allocation.

- Monitor Personal Services and Expenditures.
- Plan for additional costs associated with attrition and closure.
- Plan for staff Retention costs.
- Plan for additional costs for relocation of clients and staff.
- Project termination of contracts, when no longer needed.
- Project and plan for costs associated with a warm shut down.
- Develop plans for consolidation of leased properties when feasible.

## **HAZ-MAT**

Properly dispose of all hazardous materials and substances, and clean up at the time of closure.

- Review Government Requirements, Regulations, Policies and Procedures for safe handling and storage of substances have been completed.
- Develop one centralized inventory of all hazardous materials and substances.
- Complete an inventory of hazardous materials and substances by location.
- Identify the record keeping requirements.
- Identify hauling companies and fees for disposal and clean up.
- Inform Fiscal of the financial impact.

## **HEALTH & SAFETY**

Manage and account for employee Health & Safety cases up to and at the time of closure for both Agnews (ADC) and Stockton (SDC) Developmental Centers.

- Identify retention guidelines.
- Identify new storage location for ADC and SDC non-active files.
- Identify new location for ADC and SDC active files.
- Purge per established regulations.
- Develop database for all active and non-active files.
- Identify Material Safety Data Sheets (MSDS) storage guidelines.
- Compile all MSDS information for retention.
- Endorse all Health & Safety cases and MSDS to the new location/s.

## **HISTORICAL**

Preserve historical artifacts, records, proclamations, photographs, documents, plaques, stained glass windows, memorial park, and furnishings that have historical value.

- Identify ledgers by content, number of volumes for each subject, and years covered.
- Identify proclamations, photographs, documents, and letters of historical value.
- Identify microfilm that has historical value.
- Inventory small and large historical furnishings.
- Inventory stained glass windows from chapels.
- Identify community resources for potential sites of future historical artifacts.
- Develop process for transfer of all historical artifacts.

## **PHYSICAL PLANT**

Develop a plan for the warm shutdown, relocation and removal of the physical plant.

- Develop plans to shut off utilities.
- Develop plans with OLS Energy-Agnews Inc., California Energy Commission, and the department to address the issues of the Co-Generation Plant.
- Prepare plans for the removal of various modular buildings, metal sea containers, portable freezers, and generators.
- Develop plans to remove the fuels for the emergency generator and boiler room when no longer required.
- Develop plans to consolidate and distribute facility plans to the appropriate agencies.

## **POST CLOSURE ACTIVITIES**

Develop and plan for the maintenance of the facility until it is turned over to the new tenants.

- Prepare plans to maintain the landscape.
- Develop plans to maintain the buildings in a warm shutdown condition to prevent deterioration of the buildings.

## **RECORDS**

Develop and account for all program/departmental records.

- Identify Administrative Policies and Procedures.
- Develop guidelines for retention and destruction of records.
- Identify and develop a master list of all programs/departments by location where records are kept.
- Identify time frames for reviewing records.
- Develop a tracking and reporting system for document review.
- Determine the final organization, storage, and access methods of documents.
- Develop the major document listings and prepare the final disposition of records for Records Management position.
- Develop a computer database for tracking.
- Identify new locations of distribution.
- Develop Policies and Procedures for transfer of authority.

## **SECURITY**

To ensure clients property, record, and state property are secure up to and after the closure of the facility.

- Identify a central location for the storage of surplus property.
- Develop a database to monitor the inventory of surplus property.
- Establish a system to secure the transfer of client and state property.
- Establish a system to protect buildings as the utilization decreases.
- Develop a plan to provide additional security for the campus during the last year of operation and after closure.

## **STATE PROPERTY & SUPPLIES**

Manage and account for all state property up to and at the time of closure.

- Reviewed Policies and Procedures detailing transfer of state property has been completed.
- Categories of supplies and property have been identified.
- Develop inventory tools for each program/department.
- Develop a computer database.
- Complete a physical inventory.
- Establish a list that can be reviewed by other facilities.
- Establish a tracking system for the distribution of supplies and property.
- Distribute supplies and property.

## **TRUST**

To ensure a process is developed to assure that an individual's Trust Account related needs are timely and efficiently met.

- A system to forward all client funds at the time of discharge has been developed.
- Close both Savings 1 and 2 accounts.
- Identify which checking accounts are closed or forwarded to a responsible party.
- Resolve all outstanding Community Shopping Requests.
- Ensure all remaining credit card bills are paid.
- Close all credit accounts.
- Close client payroll.
- Finalize all Trust Office related business with outside vendors.

## **RECOMMENDATIONS IMPLEMENTAION PLAN**

The "Immediate" focus areas are being addressed to ensure the most efficient utilization of space. The "Future" focused areas will be implemented upon the approval of the Governor's proposal to close Agnews Developmental Center.